

Business Drivers Overview

What is a Business Driver

Any business or government organization is subject to external forces that shape what products and services it delivers, and how it operates as an organization. These external forces are often called environmental trends.

The impact of the environmental trends on an organization is often called Business Drivers. Another way to view business drivers is that they are the way the organization responds to the environmental trends. These Business Drivers in turn drive the creation of Business Strategies, and shape the Enterprise Architecture Principles.

State of Washington Business Drivers

Priorities Of Government (POG) – This major focus on prioritizing state resources resulted in a number of primary goals for the 2003-2005 biennium. As part of the POG process the Governor identified a number of key strategies to assist the POG effort; and although the leadership of the State will be changing, the following strategies are considered likely to continue with the new leadership.

1. **View state government as a single enterprise** – Increasing expectations from the public require improved access to government services. Customers expect service from the state government to be similar to services provided by the private sector. Citizens want to gain access to government information regardless of its agency source. Technology is a critical tool to improve the effectiveness of service delivery.

Implications:

- *An enterprise view of the business and technology components that are shared, or should be, needs to be developed.*
- *Identification of citizen requirements requires more assessment.*
- *Need to increasingly interact with the technology of citizens and businesses via multiple channels.*
- *Need to expand out the boundaries of systems outside of their organization.*
- *Solutions must be designed with accessibility in mind.*

2. **Achieve results at less cost through creative budget solutions** – Citizens want more efficient government. There is likely to be continued instability in the funding levels for the State. This is due to a number of factors including the speed of the economic recovery, and voter approved initiatives that impact revenue levels.

Implications:

- *Agencies will need to respond through levels of staffing, staff training, higher productivity demands, and resource allocation to meet agency priorities.*
- *Higher Costs for Older Technologies – Several state agencies rely on business processes and technology infrastructures developed 20 - 30 years ago. This results in higher support costs, increased cost in modifying business rules, and concerns over keeping adequate staff skill sets to maintain the older technologies*

- 3. Reprioritize spending, eliminate programs or consolidate similar activities in different agencies** – There are always new legislation and judicial decisions that affect the business rules for agencies. Homeland Security and state civil service reform are just two examples.

Implications:

- *The Architecture will need to accommodate the constant changes that impact the services the State delivers, and how the State delivers those services. Flexibility is key.*
- *Inefficiencies for Older Technologies results in increased difficulty in modifying business rules, thereby increasing time to respond to needed changes.*

Other Business Drivers – In addition to the POG-related business drivers, there are other business drivers for the State.

- 4. Safety and Security** – Citizens look to government to play a key role in safeguarding both their physical security, and their personal information. In addition, they expect government to take the appropriate measures to ensure government services won't be interrupted. These increased security requirements have had a significant impact on business processes, customer access, and types of information to which the public and partners are entitled.

Implications:

Higher security requirements for:

- *Data*
- *Building security*
- *Firewalls*
- *Disaster recovery*
- *Telephony*
- *Radio communications & other technologies*

- 5. Need to coordinate with, and where possible leverage, multiple architectures beyond the state architecture** – The state structure provides a significant degree of autonomy for individual agencies. Individual agencies are obligated to work with other government entities such as state agencies, courts, local and federal government

Implications:

- May drive toward a federated architecture.
- Articulating a common business value is critical to acquire funding for shared infrastructure.
- It is critical to identify compatibilities (common ground) between the state architecture and those beyond.
- Agencies may require different technology options in order to meet their agency business needs.
- Funding for shared infrastructure can be more difficult.
- Need to comply with standards of other organizations.
- Mandates may conflict with priorities of government.